



Preston Public Schools

Strategic Plan: 2025-2030

Preston Community Strategic Plan

Goal #2: Maintain and Improve the Quality of Schools



The Mark of a Strong Organization

A strong organization must be flexible, growth-oriented, optimistic, and not be distracted by foibles and fluctuations. Flawless results or constant wins do not define a truly strong organization—it is defined by its willingness to confront reality head-on. The best organizations understand that data and results, whether favorable or disappointing, are valuable tools for progress. They do not shy away from hard truths; instead, they lean into them with curiosity, courage, and a commitment to continuous improvement.

Fearlessly examining outcomes, even when they fall short of expectations, is essential. It allows organizations to uncover the root causes of underperformance, identify patterns, and adapt their strategies accordingly. This isn't about assigning blame—it's about learning. It's about using every piece of feedback, every metric, and every result as fuel for refinement and innovation.

Importantly, disappointing results are *not* signs of failure. They are, in fact, indicators of opportunity—opportunities to grow, to sharpen focus, and to build resilience. The organizations that thrive over time are those that treat setbacks not as threats, but as teachers.

As Nelson Mandela wisely said, "I never lose. I either win or learn." This mindset embodies the spirit of a learning organization—one that values progress over perfection and recognizes that growth is rarely a straight line. Challenges and missteps are part of the journey, not detours from it.

In this light, the most effective organizations are those that embrace a learning culture—one where data is seen not as judgment, but as insight. Where every result, good or bad, is an invitation to evolve. That kind of culture doesn't just weather change—**it leads it.**

On behalf of our strategic planning team, I am pleased to present our Preston Schools Draft Strategic Plan: intended to capture and grow with our strong organization.



Preston Public Schools Strategic Plan for PK-8 Education, 2025-2030

About Preston Public Schools	3
Executive Summary	6
Vision, Mission, and Motto Statements	7
Theory of Action	8
Values	10
Priorities	11
Priority 1 and Goals: Safety and Wellbeing	13
Priority 2 and Goals: High Quality Learning Environments	18
Priority 3 and Goals: Curriculum and Instruction	20
Priority 4 and Goals: Communication and Community Engagement	23
Priority 5 and Goals: Operations and Infrastructure	25
Priority 6 and Goals: Future Orientation	29
School-Based Annual Review Tool	33
Key Terms	35
Resources and Additional Visuals	36



Preston Public Schools

About Preston Public Schools

When trying to describe a school district, it is important to understand the environmental and historical context in which the district is embedded. Preston was established in 1687 by about 25 to 30 families and for the first hundred years or so included a large portion of what is now Griswold, CT. Early on, the town government was established and remains very similar today. There is a Selectman, Town Clerk, Tax Collector and Treasurer among other town employees. Records indicate that Salmon Treat was permanent minister and first teacher in the town. As the years passed and the town progressed school buildings came and went. The first school board was established in 1900, transitioning from a school committee. In 1904, Preston paid tuition for high school students. In 1940, the schools were fully consolidated into the Town of Preston. As time went by, improvements were made and the Preston Plains Middle School was established in the 1960's. Then in 2003, after much debate, the Preston Veterans Memorial School was built to house elementary school students from Poquetanuck (Pre-k - 2) and Preston City School (3-5) which were razed after completion of the Preston Veterans Memorial School.

The current 2025 population of Preston is 4,804 with a median age of 46.6 and income of \$103,816. The small villages of Preston City, Poquetanuck and Hallville are a backdrop to scenic farmlands and roads. Although the town is rural in nature, easy access to Interstate 95 and 395 is available a short distance away. Many residents are employed in the greater Norwich-New London-Groton region, which offers commercial, industrial, entertainment and service opportunities. The Grand List value of the town is estimated at about 457 million dollars (2021).

Preston Veterans Memorial School holds the Pre-K to 5 students who number 314 (2023-24). of students scored at or above the proficient level for math, and 62% scored at or above that level for reading. Strengths include: Grade 1 DIBELS: 87% students are at or above proficient, Grade 3 STAR ELA: 87% of students are at/above benchmark, Grade 4 STAR Math: 91% of students are at/above benchmark, and Grade 5 STAR Math: 95% of students are at/above benchmark.



Preston Public Schools

Preston Plains Middle School has a student population of 130 (2023-24) in grades 6 through 8. of students scored at or above the proficient level for math, and 62% scored at or above that level for reading. Strengths include Grade 8 STAR ELA: 63% of students are at/above benchmark, Grade 6 STAR Math: 80% of students are at/above benchmark, and Grade 7 STAR Math: 70% of students showed adequate growth. Impressively, students also performed 30% above the state average in science Smarter Balance Testing (2023-24). Additionally, Chronic Absenteeism at PPMS dropped 4.9% from 22/23 to 23/24.

Eighth grade students have the option of choosing from several different schools for their high school years. The predominant high school selected by students is Norwich Free Academy, a public/private high school located in Norwich, CT. Ledyard High School, a technical high school and magnet schools are also options. Our total Pre-K to 12 student population is approximately 450 with 5.6% of students identified as having a disability. Our Pre-K to 8 students are supported by a certified staff of 41, non-certified staff of 52, and 8 administrators. Families of Preston Students are above the national and state averages for median household income, above the national average for attaining a bachelor's degree or higher, and below state and national averages for receiving Food Stamp/SNAP benefits (7%).

Preston is a town where people settle to know and be known. Teachers, administrators, and service providers were often once students of the schools they now serve. Students share classrooms with cousins and excitedly greet siblings in the hallway. Preston school members proudly share stories about connections between schools and within the community, highlighting the essential values of the town and schools.





The Preston Board of Selectmen and Board of Education have created a joint strategic plan. The plan provides guidance, strategies, benchmarks, and objectives that the entire municipal government structure will use to frame short and long-term decision-making, budget development, infrastructure priorities, and community enhancements at all levels.



Executive Summary

The Preston Public Schools leadership team developed this plan as a complement to the Joint Preston Community Strategic Plan 2025-2030. Considered together, these two plans uphold the unified mission and vision of the collective community. In the Joint Preston Community Strategic Plan, three goals require additional detail and action from district- and school-based teams:

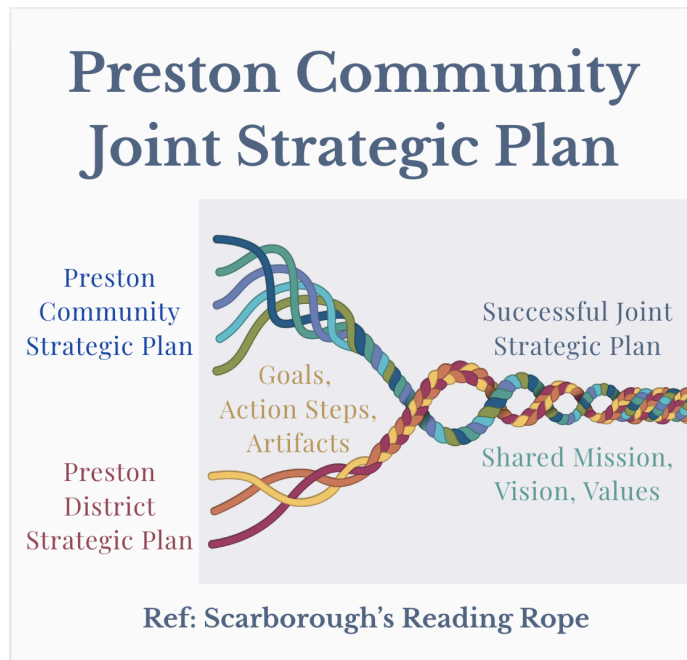
Goal 2: Maintain and improve the quality of schools and municipal services

Goal 3: Study and implement a plan for best use of school/town buildings

Goal 4: Invest in technology for residents (broadband) and schools/government (cybersecurity/technology needs)

To respond to these goals as well as review and enhance the previous 2018-2024 Strategic Plan, the team conducted a review of data, classroom visits, and Student Shadows, and Instructional Rounds. As a result of analysis, reflection, and planning, six critical areas for ongoing growth have been identified for Preston Public Schools:

1. Safety and Wellbeing
2. High Quality Learning Environments
3. Curriculum and Instruction
4. Communication and Community Engagement
5. Operations and Infrastructure
6. Future Orientation



Over the next five years, the main elements of the Strategic Plan: the Mission, Vision, Values, Motto, Theory of Action, Priorities, Goals, and Action Plan will guide the decision-making in our entire learning community. In addition, schools will develop personalized Operations Plans to lead their individual teams through the complex change described in this document, centered around the six priorities.

Strategic Planning is an ongoing, **evergreen** process, and, as such, this plan will continue to be evaluated and updated over the next five years.



Vision Statement

At Preston Public Schools, our vision is to foster a vibrant learning community where all members are respected and supported. Teachers act as guides, coaches, and mentors—engaging face-to-face, sharing their expertise with creativity, humor, and flexibility. In our classrooms, students take risks and produce tangible work through personalized, experiential learning that sparks critical thinking, genuine connection, and innovative problem-solving. Together, we embrace productive struggle and celebrate every learner's unique journey to reach their fullest potential and participate as engaged citizens of Preston Learning Community.

Mission Statement

The Mission of the Preston Public Schools, an ethical partnership of schools, family, and community, is to instill in each child a passion for learning, a lifelong quest for knowledge, and the skills to become a responsible and contributing global citizen. This is accomplished by:

- Recognizing and addressing the uniqueness of each individual.
- Providing a diverse, future-focused curriculum.
- Supporting and encouraging creativity, innovation, and quality within our partnership.
- Creating a positive, nurturing, welcoming atmosphere.
- Providing a safe, caring, and healthy environment.

Motto

“Children first!”



Theory of Action

If Preston Public Schools cultivates a collaborative, future-focused, and student-centered learning environment by:

- Providing **quality, well-planned, job-embedded professional development** that empowers educators as guides, coaches, mentors, and thought partners in student learning.
- Designing **personalized learning experiences** that spark curiosity, encourage critical thinking and creativity, and connect learning to real-world contexts, cultivating interdependent thinking.
- Implementing **responsive and flexible practices** that embrace and celebrate all learners - their academic, cultural, social, and emotional growth and successes.
- Establishing **continuous improvement systems** that honor local innovation, measure impact, and support informed data-driven decision-making.
- Proactively **communicating strengths, needs, and progress** of initiatives to build trust and shared ownership among all learning community members.
- Strengthening **partnerships with families, businesses, community influencers, and community organizations** to enrich student learning, foster civic engagement, and align with future-focused goals.



Then...

- Educators will engage students with creativity, compassion, humor, acceptance, and flexibility, using best practices to foster risk-taking and deeper learning.
- Students will develop confidence, agency, and resilience as they navigate challenges and embrace inquiry in an environment that encourages innovation.
- Classrooms will become dynamic and welcoming spaces where students actively create, collaborate, and engage in authentic, hands-on learning experiences.
- Stronger connections among students, teachers, and the community will lead to higher engagement, a sense of belonging, and shared investment in student success.

So that....

- All students will realize their fullest potential as informed, ethical, and adaptive critical thinkers and problem-solvers.
- Students will graduate as confident, compassionate members of the Preston community, ready to contribute meaningfully to society.
- Preston Public Schools will flourish as a vibrant learning community where every voice is respected, and every community member is supported, and inspired to grow.



Values	
Strong Heart: Ethics, Compassion & Stewardship Acceptance and Inclusiveness for all. Partnerships matter. Relationships are the building blocks of the future. Respect for All. <i>Community Connection: Protection + Safety, Communication, Transparency</i>	
Strong Mind: Innovation & Competence Excellence in Teaching and Learning. All Children Can Learn. Sustainability and Innovation prepare us for the future. A Global perspective is a must. <i>Community Connection: Resiliency, Responsiveness, Growth, Excellence</i>	
Strong Body: Joy, Wellness Safety above All Else. Effective and Efficient Operations smooth the way. Student Voice defines our purpose. <i>Community Connection: Wellness, Wholeness, Passion</i>	



Preston Public Schools

Priorities

	Priorities	Goals	Targets
1	Safety and Wellbeing	Ensure all schools are secure, welcoming, and equipped to meet the mental, emotional, and physical needs of students through comprehensive supports and proactive wellness strategies.	1. Safety 2. Welcoming and Inclusive Climate 3. Health and Nutrition
2	High Quality Learning Environments	Ensure that all students have regular access to dynamic, real-world learning opportunities through the consistent integration of STEAM activities across all grade levels by 2030.	1. Space and Use 2. Quality air and water 3. Reference national standards
3	Curriculum and Instruction	Maintain a rigorous, responsive curriculum that integrates STEAM and interdisciplinary learning, using data-driven instruction to personalize and adapt the classroom experience for all students.	1. Curriculum Review & Design 2. Data-Based Instruction 3. Grade level teams
4	Communication and Community Engagement	Build sustainable community partnerships and communication systems that promote collaboration, support district initiatives, and increase active community involvement in school life.	1. Community Report 2. YouTube channel messaging 3. Facebook 4. Web pages 5. Virtual Kitchen Talks
5	Operations and Infrastructure	Develop and maintain coherent, state-of-the-art operational systems that assure access to high-quality resources, including facilities, finances, and human resources aligned to our educational vision and mission	1. Facilities 2. Finance 3. Human Resources
6	Future Orientation	Create a flexible, forward-thinking system that empowers students, staff, and the community to drive continuous school improvement, lead innovation, embrace future-ready learning, and expand access to emerging technologies.	1. Assess community development 2. Sustain community trend analysis 3. Always explore "What's next"



Progress Key: Priorities Annual Review		
Complete	In Process	Not Started

Strategic Planning Process: SWOT / SCOH Exercise





Preston Public Schools

Priority 1

Priority: Safety and Wellbeing

Objective:

To create safe, inclusive, and nurturing learning environments that support the holistic development of every student—mind, body, and heart—while ensuring all schools promote physical safety, social-emotional growth, and academic innovation through strong instructional practices and enriched learning opportunities.

Goal #1: Safety and Wellbeing	Ensure all schools are secure, welcoming, and equipped to meet the mental, emotional, and physical needs of students through comprehensive supports and proactive wellness strategies.									
Target #1 Safety	By June 2030, all schools in the district will demonstrate measurable improvement in safety, climate, and wellness through the following targets: 100% of schools will complete annual safety audits and have updated, board-approved safety plans. 100% of schools will conduct at least 10 safety drills per year (fire, lockdown, evacuation, reunification event).									
Strategy	Action	Led By	Performance Indicator	Cost	2026	2027	2028	2029	2030	
Strategy # 1 Safety Review	Regularly assess and update safety measures and building protocols in alignment with the district's confidential safety plan.	Superintendent Buildings Manager	Completed Safety Logs Safety Matrix	N/A						
Strategy# 2	Create and implement staff and student strategies to manage and engage responsibly with social media and digital tools.	Superintendent Principals Teacher Leaders	Completion of the library of strategies? PD Feedback -Annual Student Surveys- Annual AI Policy Updated- Annual	N/A						



Preston Public Schools

Goal #1: Safety and Wellbeing	Ensure all schools are secure, welcoming, and equipped to meet the mental, emotional, and physical needs of students through comprehensive supports and proactive wellness strategies.									
Target #2 Welcoming & Inclusive Climate	By June 2030, all schools in the district will demonstrate measurable improvement in safety, climate, and wellness through the following targets: 90% of students and staff will report feeling safe and welcomed at school, as measured by the annual climate survey. 5% increase in participation in school-wide and community events compared to the 2025–2026 baseline.									
Strategy	Action	Led By	Performance Indicator	Cost	2 6	2 7	2 8	2 9	3 0	
Strategy # 1	Implement Social Emotional Equity Learning (SEEL) PreK-12 strategies	Principals Director of Student Services	School Climate Survey	NA						
Strategy # 2	Expand Positive Behavior Interventions and Supports (PBIS) with fidelity.	Principals Director of Student Services	School Climate Survey Office referrals	NA						
Strategy # 3	Train 100% of staff in Youth Mental Health First Aid (YMHFA) or similar by June 2028	Superintendent Principals Director of Student Services	School Climate Survey	NA						
Strategy #4.b	Based on the data found through the self-study, craft an action plan looking at opportunities to enhance SEL staffing models; ie,	Principals Director of Student Services	Action Plan by Fall 2026-27	NA						



Preston Public Schools

Goal #1: Safety and Wellbeing	Ensure all schools are secure, welcoming, and equipped to meet the mental, emotional, and physical needs of students through comprehensive supports and proactive wellness strategies.									
	considering additional roles such as behavior specialists.									
Strategy #5	Through professional development and committee work establish and maintain positive school climates through intentional culture-building activities, and community-building practices.	Principals Director of Student Services	Ongoing climate survey (annual review)	NA						
Target #3: Health & Nutrition	By June 2030, all schools in the district will demonstrate measurable improvement in safety, climate, and wellness through the following targets: 100% of schools will conduct an annual review of student physical activity minutes and adjust schedules to meet state or CDC recommendations. - All schools will complete a nutrition audit and implement at least one change to improve meal quality by June 2027.									
Strategy	Action	Led By	Performance Indicator	Cost	26	27	28	29	30	
Strategy # 1.a	Review current food offerings and identify opportunities to improve nutrition within school meals and programs.	Tom O'Connor Gloria Homis...	Completion of Food Audit	NA						



Preston Public Schools

Goal #1: Safety and Wellbeing	Ensure all schools are secure, welcoming, and equipped to meet the mental, emotional, and physical needs of students through comprehensive supports and proactive wellness strategies.							
Strategy # 1.b	Based on findings in the review, implement at least one change to improve meal quality by June 2027.	Principals Tom O'Connor Gloria Homiski	Implementation plan	NA				
Strategy # 2.a	Assess current physical activity opportunities across grade levels and implement school-wide movement initiatives such as daily brain breaks, active recess, and classroom-based physical activity.	PE Teachers, School Principals, SEEL Team Superintendent BoE Curriculum Committee	By end of FY 2026, all schools integrate at least 10 minutes of structured physical activity into the classroom daily. Annual student and staff wellness surveys reflect improved perception of physical wellness supports	\$40,000				
Strategy # 2.b	Integrate fine motor skill-building activities into daily classroom routines and provide consistent access to Occupational Therapy supports for identified students.	Occupational Therapist, Early Childhood and Elementary Teachers	Progress monitoring data shows improvement in fine motor benchmarks for students receiving OT services	\$5,000				
Strategy # 2.c	Design and implement indoor and outdoor environments that promote physical exploration, including structured gross motor activities and unstructured play opportunities.	PE Teachers, School Principals	Annual environmental audits confirm access to diverse gross motor and exploratory play spaces. Observation logs and teacher feedback indicate increased student	From Building Supply Funding as needed				



Preston Public Schools

Goal #1: Safety and Wellbeing	Ensure all schools are secure, welcoming, and equipped to meet the mental, emotional, and physical needs of students through comprehensive supports and proactive wellness strategies.							
			engagement and physical confidence.					



Preston Public Schools

Priority 2: High-Quality Learning Environments

Objective: By 2030, create engaging, innovative, and future-ready learning environments that empower all students through hands-on, interdisciplinary STE(A)M experiences

Goal: # 1	By 2030, ensure that all students have regular access to dynamic, real-world learning opportunities through the consistent integration of STEAM activities across all grade levels.									
Target # 1 Space and Use	• All classrooms will implement STEM or STEAM-aligned activities at least once per trimester to ensure hands-on, inquiry-based learning for every student. • All students will engage in at least one interdisciplinary STEAM challenge or project each trimester that connects classroom learning to real-world applications. • STEM instruction will be aligned with Next Generation Science Standards (NGSS), with ongoing support and professional development provided to ensure high-quality implementation across all grade levels. • Every school will provide students with access to a fully equipped Makerspace to support creativity, design thinking, and problem-solving.									
Strategy	Action	Led By	Performance Indicator	Cost	2 6	2 7	2 8	2 9	3 0	
Strategy #1	Develop and implement trimester-based STEAM-aligned instructional units and activities across all grade levels.	School Principals, Grade-Level Teacher Teams BoE Curriculum Committee	100% of classrooms implement at least one STEAM-aligned activity per trimester by 2030 Sample unit plans and student artifacts are reviewed annually	Building Budgets as needed District - \$5,000						



Preston Public Schools

Strategy # 2	Create or enhance permanent Makerspaces or deploy mobile innovation labs in all schools.	Facilities Manager, Tech/Innovation Coordinator, School Principals	Makerspaces operational in 100% of schools by Spring 2027						
Strategy # 3	Provide professional development and instructional coaching on the Next Generation Science Standards and inquiry-based STEM practices.	BoE Curriculum Committee, Science Teachers, Professional Development Team LEARN	Evidence of NGSS-aligned lesson plans and assessments	\$10,000 LEARN					
Strategy # 4	Host student-centered STEAM challenges or expos each trimester at the classroom, school, or district level.	School Principals, STEAM Coordinators, Teacher Leaders LEARN	All students will participate in at least one STEAM challenge per trimester by 2030 Documented projects, presentations, or showcase events	NA					



Preston Public Schools

Priority 3 Curriculum and Instruction

Objective: By 2030 implement, document, and enhance high-quality, vertically aligned and innovative curriculum and data-based instructional practices.

Goal # 1	Maintain a rigorous, responsive curriculum that integrates STEAM and interdisciplinary learning, using data-driven instruction to personalize and adapt the classroom experience for all students.									
Target 1: Curriculum Review and Design	- Curriculum review By 2030, at least 80% of district units reviewed annually will meet district criteria for STEAM alignment, student choice, and real-world application, as measured by a curriculum rubric. - By 2030, each grade level PreK–8 will develop, implement, reflect, and revise at least one interdisciplinary unit and/or performance task.									
Strategy	Action	Led By	Performance Indicator	Cost	2026	2027	2028	2029	2030	
Strategy #1 PreK Audit	Audit existing PreK curriculum for current alignment to science and social students content	PreK Team Curriculum Committee Principals	PreK curriculum audit completed by Spring 2026.	NA LEARN						
Strategy #2a Curriculum Review Cycles	Establish cycles for continuous standards-based review PreK-8	Teacher Leaders Curriculum Committee Principals	Standards-based review cycle established by Fall 2026.	NA						
Strategy #2b Curriculum Review Structure	Using a Plan-Do-Study-Act (PDSA) process, evaluate and enhance existing curriculum materials	Teacher Leaders Curriculum Committee	Training: 100% of curriculum leaders trained in PDSA by Spring 2026.	NA						



Preston Public Schools

Goal # 1		Maintain a rigorous, responsive curriculum that integrates STEAM and interdisciplinary learning, using data-driven instruction to personalize and adapt the classroom experience for all students.							
		Principals	Implementation: Two full PDSA cycles completed per content area by Spring 2027. Impact Monitoring: Annual impact report on curriculum revisions starting Spring 2027. (State of the School Report/Address)						
Target 2 Data-Based Instruction	Quarterly district walkthroughs will show evidence of personalized learning practices (e.g., flexible grouping, student choice, differentiation) in 85% of observed classrooms Annual student growth data (e.g., i-Ready, STAR) will show 70% or more of students meeting or exceeding typical annual growth targets as a result of data-driven instructional adjustments. By 2026, all schools will implement data team protocols (e.g., Data Wise, Plan-Do-Study-Act) with fidelity, as verified by district audits of meeting minutes and action plans.								
Strategy	Action	Led By	Performance Indicator	Cost	2 6	2 7	2 8	2 9	3 0
Strategy #1	Develop district expectations for data use in lesson planning and instruction	Teacher Leaders Curriculum Committee Principals Superintendent	By Spring 2027, 90% of lesson plans reviewed during instructional rounds or formal observations will show clear evidence of data-informed decision-making aligned to district expectations. Teachers using data in	NA					



Preston Public Schools

Goal # 1	Maintain a rigorous, responsive curriculum that integrates STEAM and interdisciplinary learning, using data-driven instruction to personalize and adapt the classroom experience for all students.						
			504/IEPs In Grade Level meetings to inform instruction Reflecting on data in				
Strategy #2	Evaluate and enhance all grade level and departmental teams to prioritize collaborative, effective, and efficient partnerships.	Teacher Leaders Curriculum Committee Principals LEARN	Building/Grade Level Schedules District Collaboration Goals Leadership Presence Goal	NA			
Strategy #3	Conduct regular Instructional Rounds / Learning Walks	Teacher Leaders Curriculum Committee Principals LEARN	Completion of Instructional Rounds three times a year Summary of Results	NA			
Strategy 4	Based on the findings from Instructional Rounds and Feedback from Departmental Teams, craft an action plan to align professional development offerings to individual or grade-level teams. (e.g. a focus of: Classroom Management, STEAM, Data-based)	Superintendent Principals Coaches	Professional Development Action Plan completed twice a year	NA			



Preston Public Schools

Priority 4

Communication and Community Engagement

Objective: Strengthen community partnerships and promote transparent communication.

Goal:	Build sustainable community partnerships and communication systems that promote collaboration, support district initiatives, and increase active community involvement in school life.									
Target # 1 Community Report	- Publish an annual Community Report by June each year highlighting partnerships, outreach activities, and district initiatives, achieving 100% on-time publication. - Host 1–3 community engagement events each year with 75% or higher satisfaction rates collected through post-event feedback surveys.									
Strategy	Action	Led By	Performance Indicator	Cost	2 6	2 7	2 8	2 9	3 0	
Strategy #1a	Establish a Community Liaison Committee to lead outreach efforts and seek town partnerships, encouraging mutually beneficial connections (e.g. Senior Partnerships, Town Leadership, etc)	Superintendent Principals BoE Rep	Meeting notes, agenda, schedule	NA						
Strategy #1b	Seek Higher-Ed and Community Partners to support the strategic goals of STEAM curriculum and makerspace development.	Superintendent	1-3 New partners each year: visitors, presenters, volunteers, demonstrators	NA						
Strategy # 2a	Establish regular systems for district-level communication (Superintendent Coffee Talks, Newsletters, YouTube Channel, virtual and in-person connection, etc)	Superintendent Principals Gloria Homiski	Communication Plan / Schedule	NA						



Preston Public Schools

Goal:	Build sustainable community partnerships and communication systems that promote collaboration, support district initiatives, and increase active community involvement in school life.					
Strategy # 2b	Maintain user-friendly tech-based communication platforms (websites, social media, etc)	Superintendent Principals Tech Director LEARN	Communication Plan / Schedule	NA		
Strategy # 3	Develop Community Report Template	Communication Committee Superintendent Gloria Homiski Principals	Template created by Spring 2026 and revised annually	NA		
Strategy # 4	Host 1-3 Community Engagement opportunities each year (Past and present initiatives include Preston Legacy Project, Senior Initiatives, and Staff Recognition Events)	Communication Committee Superintendent Gloria Homiski Principals	Attendance / Feedback completed at each event	NA		



Preston Public Schools

Priority 5

Operations and Infrastructure

Objective: Build coherent systems that support a high-functioning and mission-driven district.

Goal	Develop and maintain coherent, state-of-the-art operational systems that assure access to high-quality resources, including facilities, finances, and human resources aligned to our educational vision and mission.									
Target 1 Facilities	Pursue a preventative maintenance and capital improvement plan that has a minimum 5 year outlook.									
Strategy	Action	Led By	Performance Indicator	Cost	2 6	2 7	2 8	2 9	3 0	
Strategy #1a	Revive and enhance the 2018-2023 Facilities Master Plan and Educational Visioning. Goal: develop facilities that not only support but also inspire widespread transformation in student learning	BoE Superintendent Building and Grounds Engineering	Facilities Plan Including: Decisions, Resources, Timeline	\$30,000						
	New School Planning Committee	Municipal Planning Committee BoE Superintendent Building and Grounds	Initial Input on Nature and Design of New School	NA						



Preston Public Schools

Strategy #1b	Maintain and enhance the 2019-2024 technology plan as necessary	Leadership and LEARN	Updated Technology Plan	\$45,000					
Strategy #2	Maintain and reinforce school traffic safety signage	Building and Grounds	Roadway and entry updates Completion checklist	NA					
Target 2 Finance	Publish a comprehensive, user-friendly budget document annually by March, linking expenditures to strategic goals and exhibiting funds that are equitably distributed, carefully monitored, and utilized efficiently.								
Strategy	Action	Led By	Performance Indicator	Cost	26	27	28	29	30
Strategy #1	Ensure transparent budgeting and a comprehensive budget document that links fiscal resources to student	Superintendent Director of Finance	Published Budget Document: ClearGov	NA					
Strategy #2	Collaborate with Town and develop partnerships to enhance efficient and effective spending	Director of Finance Selectwomen Superintendent	Meeting Notes ClearGov Portal	NA					



Preston Public Schools

Strategy #3	Full, fluent implementation of ClearGov program	Director of Finance	ClearGov Portal	NA					
Target 3 Human Resources	To recruit and retain high quality staff teachers and staff will respond favorably on a survey net promoter score for Preston Public Schools. By 2026, each school will implement mentorship programs and PLC structures, with 85% of teachers participating in at least one collaborative planning or mentorship initiative annually.								
Strategy	Action	Led By	Performance Indicator	Cost	26	27	28	29	30
Strategy #1a	Support regular implementation of an evaluation system that promotes growth and accountability	Superintendent Principals Director of Student Services	State Evaluation System Scheduled School-Level Evaluations	NA					
Strategy #1b	Enhance collaboration and the sharing of promising practices through mentorship programs, collaborative planning, and PLCs.	Superintendent Principals Director of Student Services	District Collaboration Goals	NA					
Strategy #1c	Identify and develop leadership opportunities for teachers to serve as catalysts for the advancement of teaching and learning	Superintendent Principals Director of Student Services Teacher Leaders	1-3 Leadership Opportunities per year per school	\$10,000 (CBA)					



Preston Public Schools

Strategy #2	Support regular implementation of substitute teacher handbooks for routine daily operations	Principals	Substitute Teacher Handbook	NA					
	Regional Performance incentive program (LEARN)	Superintendent Principals Director of Student Services	LEARN Partnership	\$40,000					



Preston Public Schools

Priority 6 Future Orientation

Objective: Prepare the district to thrive in an evolving world by fostering innovation, adaptability, technological fluency, and long-term strategic thinking for students, staff, and systems.

Goal:	Create a flexible, forward-thinking system that empowers students, staff, and the community to drive continuous school improvement, lead innovation, embrace future-ready learning, and expand access to emerging technologies.									
Target	Convene and maintain a District Design Team with active participation from students, staff, families, and community partners, meeting at least three times annually, with published annual recommendations for innovation and improvement. Complete a formal strategic audit annually with 100% of strategic goals reviewed and progress reported publicly each June, beginning in 2026.									
Strategy	Action	Led By	Performance Indicator	Cost	26	27	28	29	30	
Strategy # 1	Convene and maintain design team comprised of community stakeholders (leaders, teachers, students, families) to continue to drive positive, future-focused school change *Sharing/Checking/Knowing/Trusting Visual SCHO - Review and Reflection	Selectwomen Superintendent Principals Director of Student Services	Design team convened by Fall 2025 with representation from leaders, teachers, students, and families. Quarterly meetings held to review and update progress on school change initiatives. 80% participation rate from all stakeholder groups in design team activities by	NA						



Preston Public Schools

Goal:	Create a flexible, forward-thinking system that empowers students, staff, and the community to drive continuous school improvement, lead innovation, embrace future-ready learning, and expand access to emerging technologies.									
Target	Convene and maintain a District Design Team with active participation from students, staff, families, and community partners, meeting at least three times annually, with published annual recommendations for innovation and improvement. Complete a formal strategic audit annually with 100% of strategic goals reviewed and progress reported publicly each June, beginning in 2026.									
Strategy	Action	Led By	Performance Indicator	Cost	2 6	2 7	2 8	2 9	3 0	
			end of year. Actionable recommendations for school improvement developed by Spring 2026.							
Strategy # 2	Construct a flexible, adaptive system for continuous improvement that allows for an annual audit of progress towards strategic goals.	Director of Finance Finance Office Superintendent	System for continuous improvement designed and implemented by Spring 2026. Annual audit process will be established by Spring 2027, with progress reports generated each year.	NA						
Strategy # 3	Develop student leadership, entrepreneurship, and innovation opportunities	Principals Parks and Rec YSB	1-3 new student leadership, peer-peer mentorship, or community-based placement opportunities	NA						



Preston Public Schools

Goal:	Create a flexible, forward-thinking system that empowers students, staff, and the community to drive continuous school improvement, lead innovation, embrace future-ready learning, and expand access to emerging technologies.									
Target	Convene and maintain a District Design Team with active participation from students, staff, families, and community partners, meeting at least three times annually, with published annual recommendations for innovation and improvement. Complete a formal strategic audit annually with 100% of strategic goals reviewed and progress reported publicly each June, beginning in 2026.									
Strategy	Action	Led By	Performance Indicator	Cost	2026	2027	2028	2029	2030	
			each year							
Strategy # 4	Foster a district culture of curiosity, resilience, and risk-taking by integrating concepts such as growth mindset and productive failure	STEAM Principals Superintendent	Favorable survey response	NA						
Strategy # 5	Support staff in future-focused professional growth (e.g. microcredentials, mini-grants, in-house recognition)	Superintendent Principals	Trimesterly recognition of staff innovation, risk-taking, or external training at the school or district level	\$2000						
Strategy #6	Planning for community and school growth: population, school buildings: for Chris									
Strategy # 7	Research and expand access to technology and emerging tools for staff and students.	Superintendent Principals Director of Student Services	Conduct a comprehensive technology audit and identify key areas for expansion by Spring 2027 in	NA						



Preston Public Schools

Goal:	Create a flexible, forward-thinking system that empowers students, staff, and the community to drive continuous school improvement, lead innovation, embrace future-ready learning, and expand access to emerging technologies.									
Target	Convene and maintain a District Design Team with active participation from students, staff, families, and community partners, meeting at least three times annually, with published annual recommendations for innovation and improvement. Complete a formal strategic audit annually with 100% of strategic goals reviewed and progress reported publicly each June, beginning in 2026.									
Strategy	Action	Led By	Performance Indicator	Cost	2 6	2 7	2 8	2 9	3 0	
		Teacher leaders LEARN	conjunction with Community's joint strategic planning efforts Increase access to emerging tools, with 80% of staff trained on new technology tools and 75% of students utilizing them in the classroom by Spring 2027. Complete review of technology annually.							



Preston Public Schools

School-Based Annual Review:

Schools will prioritize measurable actions for SY 2025-26, collecting and organizing artifacts that support review. Schools will conduct one mid-year progress check, make adjustments to their approach as needed, and reflect on Annual Progress.

Preston Veterans Memorial Elementary School Annual Review

Goal/Strategy	Action	Artifacts	Mid-Year	Annual
			Not Started ▾	Not Started ▾
Strengths: Needs: Next Steps:				
			Not Started ▾	Not Started ▾
Strengths: Needs: Next Steps:				
			Not Started ▾	Not Started ▾
Strengths: Needs: Next Steps:				
			Not Started ▾	Not Started ▾
Strengths: Needs: Next Steps:				



Preston Plains Middle School Annual Review

Goal/Strategy	Action	Artifacts	Mid-Year	Annual
			Not Started ▾	Not Started ▾
Strengths: Needs: Next Steps:				
			Not Started ▾	Not Started ▾
Strengths: Needs: Next Steps:				
			Not Started ▾	Not Started ▾
Strengths: Needs: Next Steps:				
			Not Started ▾	Not Started ▾
Strengths: Needs: Next Steps:				



Key Terms		
1.	Action Steps	Steps taken to implement the strategic initiatives.
2.	Assessments	The expected results: what they will be, how they will be measured, when they will occur. Interim outcomes set targets for improvement during plan implementation.
3.	Benchmarks	The planned action steps and their impact. Process benchmarks specify what will happen, who will do it, and when. Early evidence of change benchmarks identify changes you should begin to see if the plan is having its desired effect while being implemented
4.	Core Values	Principles that guide decision making and action of the Board and the Leadership
5.	Makerspace	A term of art for a new era of classroom design and instruction that focuses on providing students an opportunity to explore the physical world through constructing different items.
6.	Mission	The district's purpose and current level of work: why the organization exists.
7.	Motto	A short sentence or phrase chosen as encapsulating the beliefs or ideals guiding an individual, family, or institution.
7.	Priorities	The focus areas that support and will achieve the strategic objectives.
8.	Theory of Action	The beliefs and assumptions you hold about why certain actions will lead to the vision you seek, framed as an "if...then" statement.
9.	Vision	Describes what future success will look like.



Additional Visuals, Bibliography, and Support Documents:

Preston Historical Society, Inc. (1971, December). *Preston in Review*. Norwich, CT: The Franklin Press Inc.

Preston Public Schools. (2018–2022). *ACS School District Profile*. Preston, CT.

Preston Public Schools. (2023–2024). *District Detail Report*. Preston, CT.

Preston Public Schools (2023-2028) Technology Plan. Preston, CT.

Preston Public Schools (2025-2030) Culture and Climate Plan. Preston, CT.



Preston Public Schools



Community



Total Population
4,804



Median Household Income | 
\$103,816

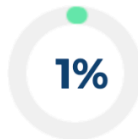


Total Households
1,786

Race/Ethnicity



White | 



Black or African American | 



Hispanic or Latino | 



Asian | 



American Indian/Alaska Native | 



Native Hawaiian and Other Pacific Islander | 



Some other race alone | 



Two or more races | 



Year Structure was Built

14.7%

2000 and after

35.2%

1970 - 1999

50.0%

before 1970



Households with Broadband Internet | 
89.9%

Housing Structure Type



House
93.1%



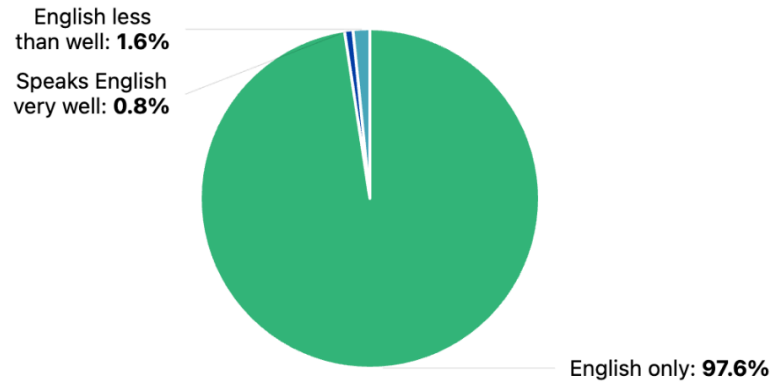
Apartments/Other
7.0%





Children in Public School

Language spoken at home (children 5 years and over)



Health



5.6% with a Disability | [📍](#)



100.0% with Health Insurance coverage | [📍](#)

Poverty and Benefits (in the past 12 months)



0.0% Families with income below the poverty level | [📍](#)

7.0% Families with Food Stamp/ SNAP benefits | [📍](#)

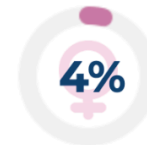
Families by Type



Married-Couple | [📍](#)



Cohabiting-Couple | [📍](#)



Female householder, no spouse/partner present | [📍](#)



Male householder, no spouse/partner present | [📍](#)



Preston Public Schools



Parents (of children in public school)



Median Income of Households | 📍

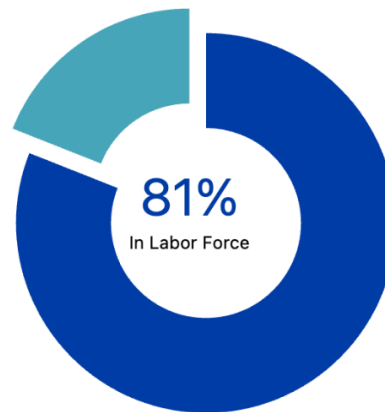
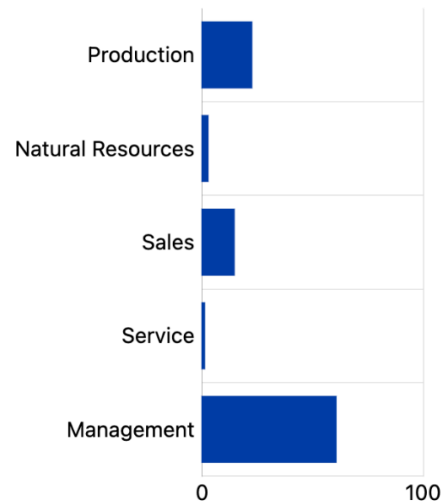
\$150,074



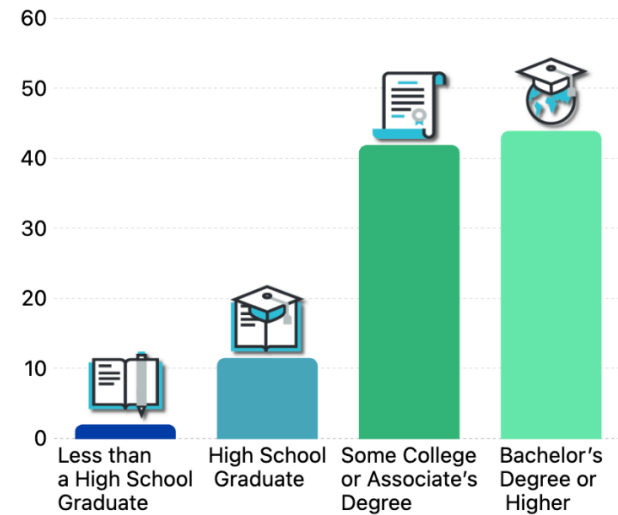
Housing Status of Families

3.3% renter-occupied | 📍 **96.7%** owner-occupied | 📍

Labor Force Status



Educational Attainment



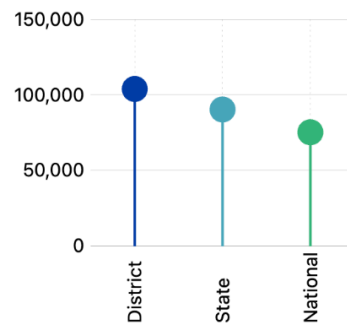


Preston Public Schools

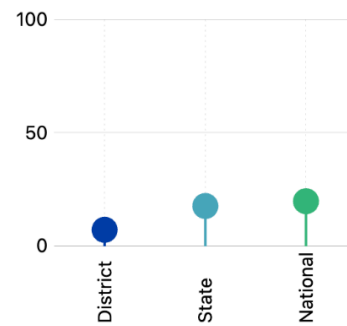


State and National

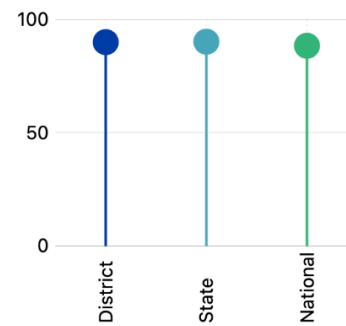
Median Household Income | 📍



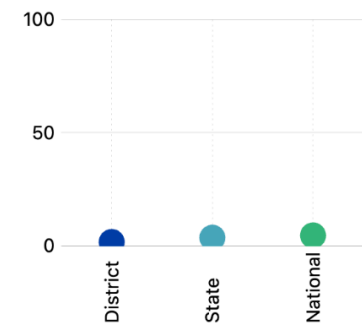
Families with Food Stamp/SNAP benefits | 📍



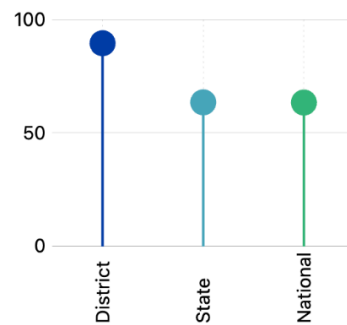
Households with Broadband Internet | 📍



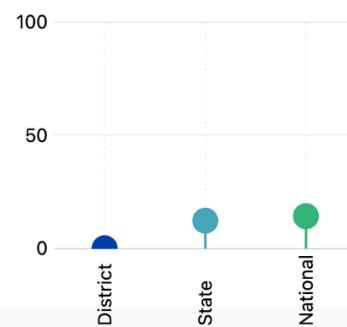
Speaks English Less Than Very Well | 📍



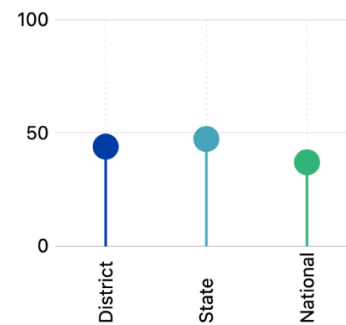
Married Couple Household | 📍



Families with Income Below the Poverty Level | 📍



Bachelor's Degree or Higher



Not In Labor Force

